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STANDARDIZATION AND COOPERATION IN THE PRINTING INDUSTRY

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STANDARDIZATION and cooperation have been in process for a longer period of time and possibly have developed to a greater extent in the printing industry, because of its traditions and its structural character, than in many of the other industries. There are many reasons for this. It is an industry of fine traditions, originating as it did in the scholarly atmosphere of religion and the classics. Men of education and refined tastes, who regarded their work as a product of art requiring not only the highest quality of craftsmanship but of learning, made up its early membership. It is interesting to note that the first apprentices in the trade had to know how to read Latin and Greek in order to qualify, and admission to the ranks of master workmen of the different crafts was considered an especially high honor. A mere mention of such men as Gutenberg, Fust, Schoeffer, Nicholas Jenson, Aldus Manutius, the families of Didot, of Estienne, the Koburgers, Christopher Plantin, Giambattista Bodoni, William Caxton and many other men of literary learning, not to say anything of our own American philosopher, Ben Franklin, the patron saint of the printing industry of America, shows the character of the traditions of the industry.

It is an industry in this country made up largely of English-speaking people most of whom are of native-born parentage. In fact the printing industry ranks next to the professional service group, which according to the census classification includes the largest percentage of people of native-born parentage. This is in contrast to the clothing industry, which to a great extent is composed of foreign-born or non-English-speaking parentage, and which therefore has an entirely different political and social point of view and outlook.

It is an industry which for a long period of time, in fact

almost from its very inception, has been organized in some form or other, from the early Trade Guilds of the Middle Ages to the industrial structure of the present time. In the United States, organizations of employees chronologically preceded those of employers. The first journeymen printers' organization in this country was formed in New York City during the Revolutionary War. There was a little Typographical Society of Master Printers in New York as early as 1805 and a few other societies were scattered here and there. In 1837 a National Convention of Journeymen Printer Societies was held in New York and in 1850, two years before the organization of the International Typographical Union, which grew out of the Convention of 1837, the New York Printers' Union was organized with Horace Greeley, the famous editor of the *New York Tribune*, as its president.

Although there were many small societies of master printers here and there, the first actual business organization was formed in New York in 1862, when a few leaders in the industry had a vision of the value of cooperation as a means of making their business more profitable to themselves, of rendering greater service and utility to the public, and of bringing about a better understanding with their employees. This new association was christened "The Typothetae" from the Greek work meaning type-placers or type-setters. Many local Typothetae organizations followed, and in 1887 the several local Typothetae organizations came together as the United Typothetae of America.

At this time the United Typothetae of America was concerned primarily with labor problems and there developed in the industry another national organization known as the "Ben Franklin Clubs of America", the object of which was to exclude all labor matters and confine its work entirely to making effective in the industry a broad constructive educational program which would include such problems as standardization of methods of cost-finding and estimating, the outlining of standards of craft technique, paper usage, colors and the like. All labor matters were handled entirely by the United Typothetae of America until the two organizations were merged into the U. T. A. and Ben Franklin Clubs of America in 1913—the name becoming again the United Typothetae of America in 1917. From this time on the U. T. A. has definitely

developed its organic structure and policies to keep its educational program from being constantly placed in jeopardy by the entire organization's becoming involved in controversial labor issues, so that the work started by the Ben Franklin Clubs could be continued and expanded under one International Association of Employing Printers known as the United Typothetae of America.

The printing industry is predominantly one of small units. Of the 33,000 productive units in the industry, ninety-seven per cent employ 50 employees or less per unit. Twenty-five per cent of all the units are one-man shops. Only a small fraction of one per cent of all printing plants employ over one thousand employees and only two and one-half per cent of all employees of the industry are in these plants. Composed as it is of small units widely distributed, the industry is for the most part decentralized and has as a result developed a large degree of local autonomy. As a jobbing and contracting business, made up for the most part of small units and over-equipped, it is very highly competitive, with its markets for the most part local.

Now, with this background of the printing industry in mind, its fine traditions, the homogeneous English-speaking, native-born character of the people engaged in the industry, its long experience of associated efforts both on the part of the employers and the employees, its consequent well-developed group discipline, its small units and decentralized and highly competitive character, one can easily understand why standardization and cooperation have of necessity been developed.

Standardization and cooperation in the printing industry, as in all other industries, center around two big issues, namely, costs and labor. The United Typothetae of America, known among printers as the U. T. A., or the International Association of Employing Printers, including some 5000 members in the United States and Canada and estimated to control about eighty per cent of the production in the printing industry of the two countries, sets forth its plan for standardization and cooperation in the following language of its constitution :

ARTICLE II

OBJECTS

SECTION 1. The objects of this Association are to encourage and foster a feeling of friendship between employing printers and allied employing trades; to devise ways and means for bettering the condition and advancing the interests of the industry in general; to spread this influence internationally through the establishment of local or sectional associations; and develop a spirit of cooperation in all matters of mutual interest.

SEC. 2. To effect a thorough organization of the employing printers and allied employing trades of the United States, Canada and Mexico, with a view to improving the condition of the industry in every proper and lawful manner; to encourage a high standard of proficiency; to promote the interests of the printing business in all its branches; to maintain among its members a just and equitable method of conducting said business; and to meet at stated periods for the discussion and dissemination of reliable information relative to the best methods of conducting business from the standpoint of practical experience and of approved business ethics.

SEC. 3. To urge employing printers and allied employing trades to co-operate with one another; to eliminate the evils of ignorant and ruinous competition; to make the relationship of the entire printing trades harmonious; and to correct such further evils as may exist.

SEC. 4. To spread a wider knowledge of the elements of cost, and what constitutes a proper remuneration for services rendered, to the end that competition may be honorable, just, and reasonable.

SEC. 5. To employ competent men to install the Standard Cost Finding and Accounting Systems as approved and amended from time to time; to secure uniformity in the application of such systems in the plants of its members; to urge their adoption in all printing plants and by all the allied industries.

SEC. 6. To maintain labor bureaus for the purpose of furnishing members with employees of whatever nature they may require, and to collect and tabulate data concerning labor conditions throughout the country for the information of the membership.

SEC. 7. To maintain credit bureaus for the collection and dissemination of credit information; to keep on record for the use of all subscribing members information regarding the credit and the methods of buyers that may be of value to members.

SEC. 8. To create legislative committees, both local and international, for the purpose of watching, promoting and furthering the legitimate interests of the industry.

SEC. 9. To foster and further the formation of mutual insurance companies.

SEC. 10. To standardize a code of ethics and trade customs for the guidance of its members in their dealings with each other and with their customers.

SEC. 11. To establish better trade relations between individual printers, between printers and other allied interests, and between all the interests involved in the furtherance of the general welfare of the Association.

SEC. 12. To provide Boards of Arbitration, local and international, to which may be referred for adjustment problems within the Association, methods of competitors, and questions arising between members and their customers.

ARTICLE III

DIVISIONS

SEC. 1. Such members as so desire may form a Division of the Association for the purpose of making contracts with labor unions, a copy of every such contract to be transmitted to the Secretary of the Association for general information. This shall be known as the Closed Shop Division.

SEC. 2. Such members as so desire may form a Division of the Association to operate open or non-union shops. This shall be known as the Open Shop Division.

SEC. 3. Such members who so desire may unite in the protection of their interests in any way.

SEC. 4. At the Annual Convention each Division shall elect its own Chairman, who shall automatically become a member of the Executive Committee and of the Executive Council.

SEC. 5. In the conduct of labor matters, the Open Shop and Closed Shop Divisions shall enjoy complete autonomy.

SEC. 6. Both the Open Shop and Closed Shop Divisions shall appoint from their Board of Governors, three members, of whom the Chairman of the Division shall be one, these six to form an Industrial Relations Committee of the Association. The creation of this Committee will enable the Open Shop and Closed Shop Divisions to cooperate, if they so desire, in labor matters of mutual interest.

SEC. 7. Each of the Divisions shall have full control of its own funds, and may levy upon its members such additional dues or assessments as it may deem necessary; but no Division shall in any way obligate the Association in any expenditure of the general funds of the Association until and after approval by the Executive Council.

ARTICLE IV

LABOR AND PRICES

SEC. 1. Neither this Association nor any of its Divisions shall at any time attempt to regulate the entire membership in the matter of labor control, or prices of printing.

Because the cost of production is so vitally important a foundation upon which to build any kind of program of standardization, the slogan "Know Thy Costs" has been made the keynote of the educational work of the U. T. A. As a result of ten years' continuous effort, the printers in the United States and Canada, through the U. T. A., have accomplished in their program of cost-standardization: (1) a uniform system of cost-finding which is recognized and accepted throughout the in-

dustry as the standard which has the approval of the whole industry, (2) a standard method of estimating costs based upon the standard system of cost-finding, (3) a standard educational course of systematic instruction in cost-finding and estimating. This is a real achievement, for without a knowledge of individual and composite costs of production no industry can in reality go very far in the field of standardization and cooperation.

Another practical achievement through cooperation is the codification and standardization of trade practices. To such an extent has this been effected that the standard code of trade practices has been very generally accepted by the industry, and in case of trade disputes by the courts. The knowledge of costs and the standardization of a system of cost-finding in an industry is so far-reaching in its bearing on all the problems of the industry that it has seemed quite pertinent to mention briefly the work of the U. T. A. in this field. It is quite apparent that only through cooperation, even in the face of a high degree of competition, could the above-mentioned results have been secured.

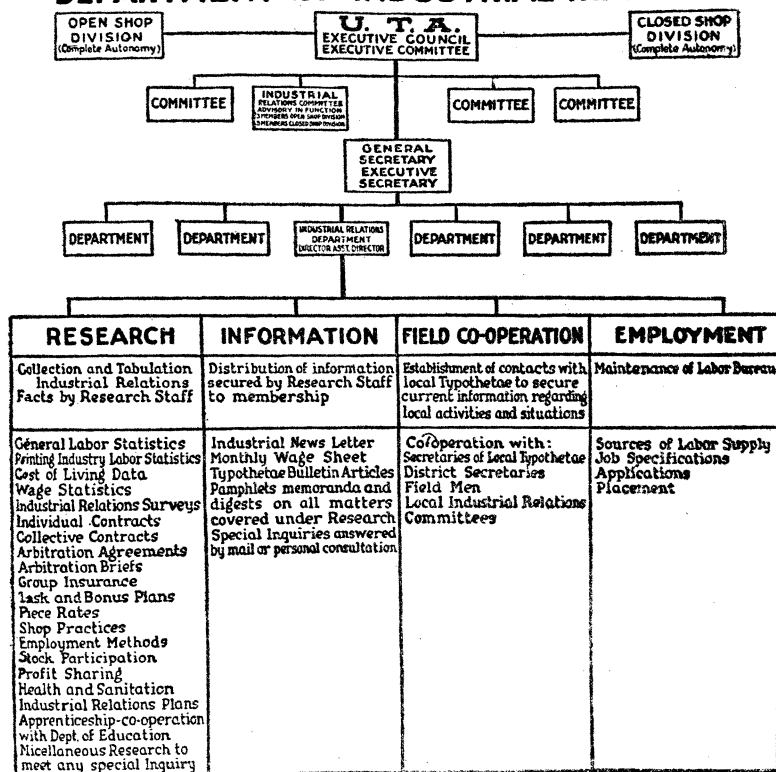
Cooperation on labor problems with the object in view of securing some reasonable degree of uniformity and standardization of wages and working conditions throughout the printing industry, involves a number of questions far more complex and controversial in their nature than the standardization of costs. There are some 13,000 shops, mainly small, in the book and job branch of the industry, excluding the newspapers, which are classified by themselves and which operate under a separate association known as the A. N. P. A. (American Newspaper Publishers' Association). Moreover the industry as a whole is divided into two large groups as to labor policy, namely the non-union and open-shop group on the one side and the union and closed-shop group on the other. As a result the history of the labor policy of the U. T. A. shows definitely an evolution from an expressed policy of central control over labor matters to one of an entire elimination of every form of labor policy control from the U. T. A. as an organization and the centering of all of the efforts of the U. T. A. on the promotion of its educational program including cost-finding, estimating, paper-standardization, color-standardization, craft technique and the like. This is common ground

upon which all of the members of the U. T. A. can get together.

Labor problems, however, must be met and met constructively on a national as well as a local basis. Two intra-associations or divisions, known respectively as the Open Shop Division and the Closed Shop Division, completely autonomous in themselves, with a liaison committee known as the Industrial Relations Committee (purely advisory in function and made up of equal representation from both divisions), have been provided as a practical working organization to handle the highly controversial questions involving labor policy. The broad educational program of the general Association is unaffected by any controversy which may arise at any time over questions of labor policy. It is entirely optional with members of the U. T. A. whether they join one division or the other, or neither. Each of the divisions holds annual conventions and elects a chairman. Both chairmen have representation on the Executive Council of the U. T. A. for the purpose of keeping the Executive Council informed respecting labor problems of the industry. The Executive Council has no authority to take any action on matters involving labor policy.

Supplementing the organization described, at the executive offices of the U. T. A. there is established a Department of Industrial Relations, the function of which is to collect industrial relations information, including data on wages, hours, working conditions and in fact all matters affecting labor. Primarily the work of this Department is research to ascertain the facts and make such facts available to individual members, to local Typothetae members as a group, or to the Open and Closed Shop Divisions through their national chairmen. The Department of Industrial Relations takes no action whatever to decide labor policies. It simply furnishes the facts and the responsibility rests with the members themselves, who through their local or their national Open or Closed Shop Division may determine just what labor policy they desire to follow. The following chart will show a layout of the organization of the Department of Industrial Relations and its relation to the U. T. A. organization.

UNITED TYPOTHETAE OF AMERICA DEPARTMENT OF INDUSTRIAL RELATIONS



Compiled by Department of Industrial Relations
United Typothetae of America
425 South Dearborn St. Chicago

It is quite necessary to keep clearly in mind the fundamental organic structure of the U. T. A. to understand how the industry as a whole endeavors to work out a program of standardization and cooperation on labor problems.

There is every variation of labor policy in the printing industry from the closed non-union shop to the closed union shop, with every variety in between the two. Numerous experiments are being made in the field of employee representation plans. Such experiments, however, are as yet too new to provide material for any conclusions. The industry as a whole can be said to work broadly along the general lines of labor policy as represented by the Open and Closed Shop Divisions.

Now that the background of the industry has been set forth (591)

and the organic structure of the Association outlined, the work of the two labor divisions will be taken up and an effort made to give specific examples of their accomplishments in the field of standardization and cooperation.

The Open Shop Division of the U. T. A. sets forth in Article II of its constitution the following objects:

ARTICLE II

SECTION 1. The mutual protection of its members against illegal or unjust interference with the enjoyment of their rights as citizens in the conduct of their business.

SECTION 2. The securing of mutual advice, cooperation and assistance in all matters affecting open-shop conditions, either local or general.

SECTION 3. To secure and preserve equitable conditions in the workshops of its members, whereby the interests of both employer and employee shall be properly protected.

SECTION 4. The investigation and adjustment of any question in regard to labor conditions arising between its members, or between its members and their employees.

SECTION 5. To assist those desiring employment to secure the same.

SECTION 6. To provide means for educating young men to become good, true and efficient workmen.

Under this general program the members of this division in various localities have outlined and set up certain minimum standards governing wages and working conditions. Because of the large degree of local autonomy in the industry, the determination of programs of standardization in shops following this labor policy has been left almost entirely to the individual members or to the local organizations. Conspicuous examples of work in the field of scientific management have been made by members of this division resulting in the establishment of standards which are of value to the entire industry. Industrial experimentation in the testing out of current processes of production, the trying out of new processes for the elimination of waste, the installation of new machinery and labor-saving devices, the determination of time standards for different classes of work, the application of plans to provide incentives for production, the adoption of short cuts in management and the like, has been carried on by many of the members of this division. Too great a degree of standardization has not been the object of shops following the Open Shop policy, but rather to open the way for industrial experiments, unhampered

by any unnecessary restrictions. There are exceptions of course to this general rule, but a development along the constructive lines indicated has been greatly stimulated by the most far-sighted leaders of this division, at a time when many managers of shops in the printing industry have been identifying themselves with the Open Shop Division.

Much work has been done by the Open Shop Division in outlining standardized systematic courses of instruction for apprentices in the trade.

The Open Shop Division has recently been in process of re-organization and now faces the problem of standardization and cooperation in an unprecedented degree, because of the controversy over the 44-48-hour-week issue, which came to a head on May 1, 1921.

The Closed Shop Division of the U. T. A. sets forth in Article II of its constitution the following objects:

ARTICLE II

SECTION 1. The objects of the Closed Shop Division are to safeguard the particular interests of members of this Division in full recognition of the common interests of all employers and employees in the printing industry.

SECTION 2. To this end to maintain machinery for frank counsel between employers and employees on all matters in the field of industrial relations and labor policy.

SECTION 3. Through voluntary agreements for consultation, conciliation and arbitration to prevent strikes and lockouts by joint efforts to remove their causes; and to resort to the procedure of conciliation and arbitration for the equitable adjustment of all disputes and grievances arising under collective contracts.

SECTION 4. To maintain the right of all local Closed Shop divisions and individual members of this Closed Shop Division to deal with representatives of the employees' organizations in negotiating contracts concerning their own wage scales, working conditions, and consultation, conciliation and arbitration agreements, subject only to such control and guidance as the Closed Shop Division of the United Typothetae of America may exercise when directed and authorized by its Local Divisions and individual members as provided herein, through convention action or referendum vote.

SECTION 5. To adopt a joint program for dealing effectually with the problem of labor supply in the light of a survey of the facts as to apprenticeship conditions, trade training schools, and other avenues of entrance into the trade; to obtain the requisite supply of competent workmen either by apprenticeship or other processes of training to meet the real needs of the industry; to encourage inclusion of clauses in all contracts

specifying the processes, time and grades of work necessary for the education and training of apprentices in their trade; and in carrying out this program to cooperate with the unions, local Closed Shop divisions, local Apprenticeship Committees, and individual members.

Under the constitutional objects stated, the purpose of the Closed Shop Division has been to secure standardization through a joint cooperative program worked out with the International Typographical Union, the International Printing Pressmen and Assistants' Union and the International Brotherhood of Bookbinders. The International Association of Employing Electrotypers and the American Association of Photo-Engravers are employers' organizations outside of the U. T. A. and maintain relations with the International Stereotypers' and Electrotypers' Union and the International Photo-Engravers' Union. For the book and job branch of the printing industry exclusive of the newspapers, there are three international employers' organizations which have Closed Shop divisions maintaining joint cooperative relations with five international printing trades unions.

Local relations have long existed in the printing industry between individual plants or local associations of employers and the various printing trades unions, but it is only within recent years that the machinery of cooperation for standardization on an international basis has been worked out. From time to time in the past issues have arisen which brought the international representatives of union-dealing sections of the employers' associations temporarily together with the representatives of the various international printing trades unions. When this happened, almost invariably it was for the purpose of dealing with reduction of hours in the industry and the standardization of the reduction for the entire industry in the United States and Canada. The first of these reduction-in-hours issues was that of a change from 60 to 54 hours per week, which came about 1899. The reduction was effected by joint agreement. The second was the issue of the 48-hour week. Joint conferences were held but no agreement could be reached and a nation-wide strike occurred which lasted from 1906 to the latter part of 1908. In each case there were long intervals when there were no joint conferences on an international basis between the two groups. Growing out of the complex and dis-

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turbing industrial problems of the post-war readjustment period a spontaneous movement for bringing together the representatives of the national organizations of employers dealing with organized labor and the International Allied Printing Trades Association started in an informal conference in December, 1918, among a few of the national officials of the respective organizations.

A meeting of the International Printing Trades Union officials and individual union-employing printers was informally called and held in Washington, D. C., February 3, 1919, to discuss the possibility of establishing a basis for dealing with mutual problems in close relationship and for stabilizing conditions in the industry. At a subsequent conference at Cincinnati, March 10, 1919, the International Joint Conference Council was organized by the selection of two joint-chairmen representing respectively employers' and employees' organizations and by the drafting tentatively of a constitution and statement of purpose.

The final draft of a constitution was presented at a meeting in Chicago, April 21, 1919, and formally approved unanimously by the Council with the understanding that it was to be submitted for ratification by referendum or convention vote of the following constituent bodies:

EMPLOYERS

Closed Shop Branch, United Typothetae of America.
Printers' League of America.
International Association of Electrotypers.
American Association of Photo-Engravers.

EMPLOYEES

International Typographical Union.
International Printing Pressmen and Assistants' Union.
International Brotherhood of Bookbinders.
International Stereotypers' and Electrotypers' Union.
International Union of Photo-Engravers.

All of the constituent bodies named with the exception of the International Photo-Engravers' Union ratified by referendum or convention action the constitution of the International Joint Conference Council of the Commercial and Periodical

Branches of the Printing Industry. The International Photo-Engravers' Union and the American Association of Photo-Engravers decided by action at their respective conventions not to become members of the International Joint Conference Council. Subsequently they established a Joint Conference Council along the same general lines for the photo-engraving section of the industry.

The International Joint Conference Council of the Commercial and Periodical Branches of the printing industry, known and hereafter referred to as the I. J. C. C., has set forth its purposes in its constitution, as follows:

I—PREAMBLE

Only through joint conferences in the spirit of mutual helpfulness between employes and employers can the foundation be laid for stable and prosperous conditions within the printing industry. To promote the spirit of cooperation and to deal with the problems of the industry in a way to insure the protection of the interests of all concerned, the establishment of an International Joint Conference Council, made up of representatives of employers and employes, which shall be thoroughly informed as to conditions and interests of all parties in the industry and in a position to suggest for ratification regulations which shall eventually become the law of the industry, is considered essential.

Compulsory arbitration by law is deemed impracticable as a means of adjusting controversies between employers and employes. Controversies between employers and employes can and should be adjusted through voluntary agreements to refer disputes to boards of conciliation and arbitration composed of representatives of employers and employes in the industry affected. It is in this spirit of arbitration and conciliation that the organization and operation of an International Joint Conference Council for the Printing Industry and Allied Trades is undertaken.

III—SCOPE OF ACTIVITIES

The International Council is to devote its activities not primarily to disputes, to the fixation of wage scales, the making of specific wage agreements and the like, but to matters of policy.

Among the activities which might come within the scope of the International Council are the following:

(a) Outlining of general trade policies which will secure the greatest degree of cooperation between employer and employe, and at the same time insure full protection of the interests of the public.

(b) Considering, reporting and advising on any legislation affecting the trade.

(c) Studying and proposing methods for securing uniform working hours and shop practices.

(d) Cooperation with those departments of the Government exercising

jurisdiction, to maintain such selling prices as will insure a reasonable remuneration to both employers and employees.

(e) Consideration and review of the causes of any disputes which arise in the Industry. All conciliation and arbitration processes covered in existing agreements must be exhausted before appeals are taken to the International Council. Where no arbitration or trade agreements are in effect, appeals may be taken through regular and recognized channels to the International Council.

(f) Investigation of the question of apprenticeship conditions; adoption of suitable methods of selection for apprenticeship, and the technical training of apprentices, learners and journeymen throughout the industry; the improvement of process, designs and standards of workmanship; to seek adequate representation on the control and management of all technical institutes; to consider and report upon all improvements of processes, machinery and organization, and appropriate questions relating to management and the examination of industrial experiments, with special reference to cooperation in carrying new ideas into effect, and full consideration of the employees' point of view in relation thereto. The better utilization of the practical knowledge and experience of employees, with provision for facilities for the full consideration and utilization of acceptable inventions and improvements designed by employers or employees, and for the adequate safeguarding of the right of the designer of such improvements.

(g) Determination of practicability of establishing wage adjustment boards throughout the industry.

(h) Consideration of any matters of general interest to the Trade, whether industrial, educational, economic, legislative or hygienic, may be taken up.

In order to secure action under the Constitution of the I. J. C. C. it is necessary for each side to submit its bill of particulars for action in the form of resolutions which, after having been unanimously passed by all of the representatives of all the constituent bodies members of the Council, must be submitted for referendum ratification to the constituent bodies members of the I. J. C. C. The work of the I. J. C. C. has now extended over two years. Meetings have been held about once every two months in New York, Chicago, Cleveland, Boston, Detroit, St. Louis, Atlanta, Montreal and Toronto.

Since its organization the I. J. C. C. has taken action in the interest of standardization and cooperation as follows:

1. The establishment of machinery for informal and frank discussion of problems in which both groups are vitally interested and the maintenance of an industrial good will and respect for one another's opinions which will lay the foundation

for materially better industrial relations throughout the industry.

2. Adoption of cardinal principles to guide wage negotiations on the basis of joint investigation and recognition of the facts as to economic conditions in the industry.

3. Provisions looking toward the constructive handling of the apprenticeship problem—such as a standard percentage ratio which apprentices' wages should bear to those of journeymen for each year of apprenticeship; the establishment locally of joint apprenticeship committees authorized to enforce apprenticeship contract regulations; methods of making surveys to determine number of apprentices needed and the like.

4. A standard International Arbitration Agreement form recommended for all contractual negotiations.

5. The agreement through mutual legislative negotiations for the introduction on May 1, 1921, of the 44-hour week, in the union-employing sections of the industry.

6. Standard Cost of Living Readjustment Clause, recommended for local contracts.

7. Establishing joint committees to consider shop practices and the possibilities of greater standardization.

This joint cooperative move through the I. J. C. C. for standardization is now two years old, a short time to determine how far it will actually get in accomplishing the purposes it has set for itself. More time must elapse in order to get a true appraisal of its work.

Many other instances might be cited of standardization accomplished and in process in the printing industry. It is hoped that the data given will be sufficient to bring out the high-lights of the program, which can be summed up as "Standardization through Cooperation".